



# Town of Westford

## Strategic Planning Retreat

at Kimball Farm June 20, 2012

*The purpose for this retreat is to support and engage in an annual Strategic Planning Retreat devoted to town-wide policy identification, prioritization, discussion and development with standing boards, committees, management staff, and residents at large.*

### **Event Schedule**

5:30 Welcome and Opening Remarks

5:45 Town Finance Discussion - Fiscal Years 2013-2016

6:30 Break

7:00 Group Sessions

1- Economic and Planned Development along Route 110,

2- Education – Mandates, Budget, and other issues,

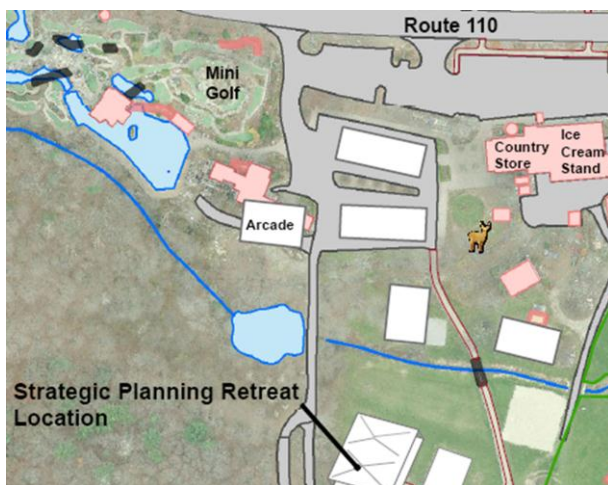
3- Examining Municipal Property, Capital Needs, Possible New Revenue from Cell Facilities,

4- Underage Drug and Alcohol Usage Awareness and Prevention

7:45 Break

8:00 Final Session

The event will be held in the tents near the golf driving range.



### **Stay Connected with the Town!**

Visit [www.westfordma.gov](http://www.westfordma.gov) for news, updates, public meeting calendar, agendas, minutes and more.



Subscribe to  
Notices



Follow the  
Town on  
Twitter



View the  
Town RSS  
Feed

# 2012 TOWN WIDE STRATEGIC PLANNING RETREAT

## PROGRAM DETAILS:

**(5:30 – 5:45) Welcome and opening remarks:** Andrea Peraner-Sweet, Board of Selectmen Chair  
**Retreat objectives and accomplishments from last year:** Jodi Ross, Town Manager  
**Update on Comprehensive Master Plan:** Angus Jennings

**(5:45 – 6:30) Town Finance Discussion - Fiscal Years 2013-2016 :** Brief presentation of fiscal condition of our town, preparing for FY14 and beyond, what we have done to reduce/control expenses, cost of providing adequate services, cost of maintaining our existing assets, choices that may be required regarding reduction of service levels, loss of contributions by volunteers, revenue generating ideas, and possible override request. Panel discussion/Q&A with retreat attendees by chairs of the following committees: Board of Selectmen, School Committee, Budget Solutions Task Force, Finance Committee, Capital Planning, and Public Works Initiative; also town manager, school superintendent, and budget director.

**(6:30 – 7:00) Break**

**(7:00 – 7:45) Group Sessions (Concurrent)**

**Group 1- Economic and Planned Development along Route 110:** This session will highlight current and planned developments along Route 110, anticipated revenues and basic information about related transportation improvements. Attend to get more information about the work you see underway and other changes not yet under construction. Town Staff will answer questions about the development approvals and past planning efforts for Route 110.

*Group 1 Facilitators: Chris Kluchman, Kevin Borselli*

**Group 2- Education – Mandates, Budget, and other issues:** As we continue to experience challenging fiscal conditions, we will value an exchange of ideas with community members on the following issues:

- Sufficiently funding annual operating budgets
- Offering competitive salaries to attract and retain highly qualified staff
- Continuously reviewing and improving our curriculum
- Applying the latest technologies to the instructional process
- Providing full-day kindergarten
- Providing accelerated learning opportunities for all students
- Accomplishing important capital improvements to our facilities
- Analyzing future residential developments and school enrollments

*Group 2 Facilitator: Bill Olsen*

**Group 3 - Examining Municipal Property, Capital Needs, Possible New Revenue from Cell Facilities, etc:** This session will examine and discuss:

- How we may coordinate and fund capital improvements for long term sustainability of our resources and infrastructure - specifically 1.1 million square feet of public buildings and 3,200+

acres of public lands. Our Capital Committee is currently evaluating our town's 5 year critical capital needs in order to bundle into one large bonding to take advantage of low interest rates.

- Ways to better utilize existing facilities, including the advantages and disadvantages of disposing of facilities as recently recommended by the Permanent Town Building Committee
- What opportunities exist to utilize municipal property to generate new revenue from leases, cell facilities, and/or solar power generation facilities?
- How the current activities of the Capital Planning Committee, Permanent Town Building Committee, and the Public Works Initiative Committee align with the current policy priorities and needs identified in the Comprehensive Master Plan.

*Group 3 Facilitators: John Mangiaratti, Tom Mahanna, Mark Kost, John Cunningham, Angus Jennings*

**Group 4 - Underage Drug and Alcohol Usage Awareness and Prevention:** This session will address the issue of underage drinking and drugs in our community, highlighted in a Youth Risk Behavior Survey conducted in the schools and a discussion which occurred at a recently held Town Meeting on Drug Awareness. Participants will be able to become part of the solution by identifying preventive steps which could be implemented in Westford. A handout showing key statistics and current prevention efforts will also be shared.

*Group 4 Facilitators: Andrea Peraner-Sweet, Sandy Collins, Tom McEnaney, Jim Antonelli*

**(7:45 – 8:00) Break**

**(8:00 – 8:45) Final Wrap-up**

Each facilitator reports in 5 minute presentations: what was discussed, key concerns raised, and presents questions for the group to consider related to services, priorities, and civic engagement.

**Other Exhibits:**

A standing exhibit will be available for review throughout this year's Strategic Planning Retreat regarding the 2009 Westford Comprehensive Master Plan, and the status of implementation of the Action Items included in the plan. Some Action Items are complete, others are well underway, and others are anticipated. This exhibit will provide attendees a great deal of information, including how to access status updates at public meetings and on the Town of Westford website, and will provide participants with the opportunity to provide input on how the town can best prioritize its efforts to continue progress toward Master Plan implementation.

Please note: all retreat materials including follow-up reports are available at:  
[www.westfordma.gov/retreat](http://www.westfordma.gov/retreat).

# **Town of Westford Finance Discussion – Fiscal Years 2013 - 2016**

## **Fiscal Year 2014 Projected Financial Position**

FY14 Projected Revenues:	\$96,878,597
FY14 Projected Expenses:	\$101,070,093
Reserves needed to balance budget:	\$4,191,496
Minimum Recommended Reserves (5% of operating budget)	\$4,648,025
Projected Minimum Recommended Reserves	\$1,819,948
<b>Shortfall</b>	<b>(\$2,828,077)</b>

## **Cost Control Measures**

- 11 of our 12 unions and non-union personnel agreed to 0% COLAs in FY12 & FY13, and did not receive a step increase for one year (1 union is still in negotiations)
- Switched to Tufts Health Insurance on Nov. 1, 2011
  - Estimated \$524,000 town and \$299,000 employee cost avoidance
- Negotiated new Health Insurance Plan Design Changes effective November 1, 2012
  - Estimated \$237,000 cost avoidance for town and employees in FY13
- Received mitigation funding to construct a new “call” fire station in Parker Village
- Entered Mutual Aid Agreements with other municipalities to share Public Works and Public Safety resources
- Reduced expenses in Animal Control, Assessor’s, Finance, Facilities, GIS, Treasurer/Collector’s, and Technology budgets
- Bid virtually everything - gasoline, utilities, trash and recycling, town counsel, insurance, health insurance, town maintenance contracts, all highway contracts
- Reduced staffing through attrition and/or reorganization
- Restricted the use of town vehicles
- Streamlined procurement

## **Revenue Highlights**

- Local Options Excise projected to exceed estimate by approximately \$200,000
  - \$760,000 total revenue in FY12
- Received additional \$375,000 and full indemnification from future perchlorate litigation in settlement with suppliers of blasting materials
- Sought and received MEMA and FEMA reimbursements for Hurricane Irene and October snowstorm
- Generated revenue by leasing town facilities
- Received over \$100k in insurance proceeds
- Sold Tax Possession Sale Committee properties
- Sold surplus vehicles and equipment
- Sold permitting software program to other communities
- Re-established fees for Sealer of Weights & Measures inspections

- Increased fees for bulk item disposal
- New growth - Red Hat expansion, Cornerstone Square, Princeton Properties, Abbot Mill, Graniteville Woods, Westford Solar Park, Boch Honda, Bridges at Westford, Laughton Farms, Aldrich Farms, Tadmuck Meadows

### **FY13 Uncertainties**

- FY13 health insurance and premiums
- One union contract unsettled
- Ongoing litigation
- Perchlorate expenditures
- Waste water treatment plant operations
- Severe storms, town's response and recovery costs
- State aid
- Economy

### **Rising Costs and Declining Revenues**

- Over the past five years:
  - Health insurance averaged a 15% annual increase
  - Middlesex Retirement Assessment averaged a 7.4% annual increase
  - Special Education FTE's increased from 117.6 to 177.9
    - Other school staff increased from 574.8 to 578
- Gasoline expenses were \$266,705 in FY09 - projected to be \$325,000 in FY12 (+22%)
- Investment earnings – reduction from \$846,064 in FY07 to \$48,000 in FY12
- Motor Vehicle Excise – cumulative reduction of \$1.5M in revenue since FY06

### **Future Challenges – Fiscal Years 2014 to 2016**

- Significant deficits are projected for the next 3 years
- Capital Planning Committee evaluating long-term facility and infrastructure capital needs, to make a recommendation to “bundle” and bond to take advantage of low interest rates
- Collective bargaining agreements for FY14 - FY16 (Teachers' contracts are settled for FY14)
- Health insurance increases
- Increases in utility and fuel prices
- Projected revenues are not expected to increase at the same rate as expenditures
- Economic Development Committee to be formed
  - Advise the Board of Selectmen and other town boards on issues concerning bylaws, policies, regulations, and zoning that foster commercial growth, and are consistent with maintaining the character of our community
  - Encourage commercial investment along Routes 110 and 40, increasing

- commercial property tax revenues, while minimizing impact on local services
- Budget Solutions Task Force looking at all fiscal opportunities

## **Conclusion**

We are at a crossroads regarding sustaining the level of services that Westford has provided for its residents. Although we have undertaken numerous steps to control expenses, absorbing the increases in fixed costs and complying with state and federal mandates, has forced our town's operating expenses to increase at a greater rate than our revenues. Currently our town has a projected deficit of \$2.8M for FY14. At this time, it appears that without an increase in revenues, we may be forced to eliminate a considerable number of positions in FY14, which would significantly impact our delivery of services.

## Group 1 - Development along Littleton Road (Route 110)

This session will highlight current and planned developments along Route 110 and provide basic information about related transportation improvements. Attend to get more information about the work you see underway and other changes not yet under construction. Town Staff will answer questions about the development approvals and past planning efforts for Route 110.

**List of permitted projects**  = under construction



Cornerstone Square – 238,410 square feet retail and office, Route 110 and Boston Road



Red Hat Office Expansion – 100,000 square feet of new office, Westford Tech Park West



Tadmuck Meadows II, 37 townhouses, Tadmuck Road near Route 110



Bridges at Westford – 48 unit Memory Care facility, Route 110 and South Chelmsford Road



Princeton Westford Apartment Homes, 200 units rental apartments, 16 Littleton Rd

### Infrastructure Improvements

1. Route 110/Concord Road -- complete
2. Route 110/Powers Road reconstruction – complete
3. Minot's Corner intersection redesign and construction – design complete, construction anticipated 2012 to 2014.
4. Water Line replacement – Route 110 from Boston Road to Nixon Road and Route 110 at Nixon Road to Tadmuck Road, (Route 110 to Princeton Westford Apartment Homes by private party)
5. Route 110/Tadmuck Road Intersection redesign and construction – design work is funded, RFP out summer 2012 for inclusion in the 2013 to 2016 TIP.

### Helpful Resources

Minot's Corner [www.westfordma.gov/engineering](http://www.westfordma.gov/engineering)

Water Line [www.westfordma.gov/water](http://www.westfordma.gov/water)





**Group 2  
Town of Westford  
Strategic Planning Retreat**

**Westford Public Schools**

**Budget**

Like all other town departments, the school system has struggled to maintain programs and services during the last seven years. Only 94.4% of the FY 2013 school department budget is supported via the general fund. The remaining 5.6% of our budget is funded via alternative revenues (school choice; revolving funds; fees; special education reimbursement). Our annual budget is impacted by federal and state mandates such as:

- MCAS Testing
- Student Transportation
- "504" Accommodations
- Curriculum Frameworks
- English Language Learners
- New Education Evaluation System
- Special Education

**Competitive Salaries and Benefits**

The school system prides itself in providing an excellent education to our students. Educational research has determined that quality of the classroom teacher and the quality of the building administration account for over 60% of a student's growth in academic achievement. Our spring 2011 MCAS results are presented below:

<b>Grade</b>	<b>ELA Statewide Ranking</b>	<b>Math Statewide Ranking</b>
3	24th	23rd
4	35th	19th
5	22nd	12th
6	19th	3rd
7	9th	6th
8	4th	3rd
10	16th	8th

We must be able to provide competitive salaries and benefits in order to attract and retain highly qualified educators to ensure that our students continue to receive an outstanding education.

**Curriculum Review and Revisions**

We are working in the following areas of instruction:

- Common Core State Standards, particularly literacy across the curriculum. We will need to provide Professional Development for teachers regarding ways to integrate literacy skills into all subject areas. "All teachers need to become teachers of literacy."

- **Data:** The new Educator Evaluation Framework requires greater focus on the analysis of multiple measures of student learning. We will need to increase our capacity to use technology to store, organize, and track student learning data. Professional Development will be required for teachers. In addition, we should reinstate the position of Director of Technology so that we can ensure that we are utilizing our current technology effectively and that we remain current with the ever-expanding ways of using technology for student data and student learning.
- **RtI (Response to Intervention):** We have begun to offer Professional Development regarding RtI and specific types of assessments and interventions. We will need to expand this training to include all teachers. We will need to purchase assessments for universal screening and progress-monitoring.
- **Educator Evaluation:** The new framework requires that ALL educators (teachers and administrators) will be evaluated using a more comprehensive system. All educators need to write at least two goals: one student learning goal and one professional practice goal. We have engaged in Professional Development for administrators all year. We provided an introduction to the model for teachers this week, during the two Professional Development days. We will need to continue this Professional Development throughout the next two years.

### **Capital Improvement**

The Westford Public Schools has approximately 1 million square feet of facility space. Many of our facilities are relatively new and have required only preventative and corrective maintenance. However these buildings, along with our older facilities (Abbot, Day, Robinson) will continue to need periodic major capital improvements. Our capital needs are analyzed on an annual basis and presented via a Five Year Capital Plan. This plan details the nature of the capital improvement, justification of the need, cost estimates, impact on future annual operating budgets. Major upcoming capital needs include window replacement (Day and Robinson), outside bleachers at Westford Academy and roof replacements at the Robinson and Millennium Schools.

### **Enrollment**

Our systemwide enrollment has remained relatively stable over the last five years:

<b><u>School Year</u></b>	<b><u>Enrollment</u></b>
2007-2008	5297
2008-2009	5325
2009-2010	5288
2010-2011	5306
2011-2012	5307

Our K-2 enrollment is beginning to trend downward as the numbers of births in town annually range from 150 to 170. This is a considerable decline from nearly 300 annual births earlier in the decade. The K-2 stable enrollment numbers indicate that families with school age children continue to move to Westford for a quality education.

### **Special Education**

Although the number of special education students and programs costs are trending upward, both variables are significantly below state averages. In fiscal 2011 (latest data from the DESE) our special education expenditure, as a percentage of our total school department budget, was 14.1%. The state average was 19.8%. We are responsible for educating all children in our school system and we take this responsibility very seriously.

### **Technology**

The staff and students have the benefit of using a significant amount of technology for teaching and learning. Of major concern is that the only funds appropriated annually for school technology must be used for replacement of aging equipment. We have no funds budgeted for the purchase of new technology. As we look to the future, we need to assess the role of new technology in teaching and learning. Do we replace textbooks with electronic devices? Do we educate more students via online courses? Can technology provide effective online staff development?

### **Full Day Kindergarten**

An increasing number of school systems across the state and country are providing a full-day kindergarten experience. Currently Massachusetts only requires half-day kindergarten sessions, however as global academic competitiveness increases more school systems are implementing full-day programs. Full-day kindergarten sessions would provide the following benefits to students:

- Curriculum could be expanded horizontally (more depth)
- There would be more time to re-teach concepts
- More time would be available for enrichment activities
- Staff would better understand a child's strengths and needs
- Students would develop greater social competency
- English Language Learners would have more time to become proficient in English
- Staff would be able to develop and implement more interdisciplinary lessons
- Each school would have an integrated (Special Education/Regular Education) class

It has been my recommendation to the School Committee that full-day kindergarten is completely funded via the general fund.

### **Accelerated Learning Opportunities for All Students**

A committee has been studying how to provide systemwide accelerated learning opportunities to all students. This would not be a pull-out type of program. Staff would be trained on differentiated instructional strategies.

## Group 3 - Examining Municipal Property, Capital Needs, Possible New Revenue Ideas

The group will examine and discuss the following policy questions:

1. How may we coordinate and fund capital improvements for long term sustainability of our resources and infrastructure - specifically 1.1 million square feet of public buildings and 3,200+ acres of public lands.
2. Are there ways to better utilize existing facilities, including the advantages and disadvantages of disposing of facilities as recently recommended by the Permanent Town Building Committee?
3. What opportunities exist to utilize municipal property to generate new revenue from leases, rentals, cell facilities, and/or solar power generation facilities?
4. How do the current activities of the Capital Planning Committee, Permanent Town Building Committee, and the Public Works Initiative Committee align with the current policy priorities and needs identified in the Comprehensive Master Plan?

### **Snapshot of Municipal Buildings**

**29** General Government Buildings  
**10** School Buildings  
**11** Storage Buildings  
**33** Cabins at East Boston Camps  
**21** Water Facilities (Wells, Pump stations, Tanks, Treatment)  
**4** Waste Water Treatment Plants

### **Capital Planning Committee (CPC)**

Capital Committee is currently evaluating critical capital needs over the next 5+ years that might be available to be bundled into a possible debt exclusion. The focus is on items such as ambulances and fire trucks, major building items such as roofs and windows, bleachers at W.A. and the surrounding improvement ideas, roads, bridges, culverts and dams, and building consolidation opportunities currently being evaluated by the PTBC.

### **Public Works Initiative Committee (PWIC)**

Proposing a summit meeting of all committees involved with facilities with a goal of developing an integrated process that would ensure timely coordination with well-defined roles for all affected committees. Reviewing current care and custody responsibilities with the goal of realigning as appropriate to allow departments to concentrate on their core missions. Evaluating the potential opportunities for consolidation of town and school maintenance operations as allowed by MGL Chapter 71 Section 37M and adopted by 2009 Annual Town Meeting.

**Permanent Town Building Committee (PTBC)** As part of the process of evaluating town wide facilities, the PTBC made the following initial recommendations to the Board of Selectmen in April of 2012:

	<p><b>Graniteville Fire Station</b> <b>54 Broadway Street</b></p> <ul style="list-style-type: none"><li>• Fire Dept. uses garage bays for storage of emergency response equipment and supplies</li><li>• Second floor used for storage of misc. supplies (Board of Health).</li><li>• Recommend Town sell property.</li></ul>
	<p><b>Forge Village Fire Station</b> <b>1 East Prescott Street</b></p> <ul style="list-style-type: none"><li>• Building is presently occupied by Information Technology Dept.</li><li>• Servers are located on first floor garage bay, staff is located on second floor.</li><li>• Recommend Town relocate IT staff and equipment and sell property.</li></ul>

	<p><b>Town Farm Building</b>  <b>35 Town Farm Road</b></p> <ul style="list-style-type: none"> <li>• Used as School Dept. Offices until 2003, currently occupied by Parks &amp; Rec.</li> <li>• Recommend Master Plan of entire site including Rogers Fire Station</li> <li>• Investigate restoring building to historic structure</li> </ul>
	<p><b>Old Highway Garage</b>  <b>Beacon Street</b></p> <ul style="list-style-type: none"> <li>• Presently occupied by School Maintenance Dept.</li> <li>• Additional 2.5 acres± of land available on site</li> <li>• Master Plan should be developed to maximize use of parcel</li> <li>• Consider constructing new Central Storage Facility for all Town and school supplies</li> </ul>
	<p><b>Millennium Building</b>  <b>23 Depot Street</b></p> <ul style="list-style-type: none"> <li>• Currently occupied by School Dept. Administration Offices and school programs</li> <li>• Building is a modular facility that was purchased over 10 years ago</li> <li>• Recommend conducting professional study to determine life expectancy of structure before investing in major upgrades</li> </ul>
	<p><b>Water Department Garage</b>  <b>60 Forge Village Road</b></p> <ul style="list-style-type: none"> <li>• 6,000 s.f. metal building that Water Dept. stores vehicles, equipment, and inventory</li> <li>• 1,600 s.f. of finished office space that is currently used for storing files</li> <li>• Office space could be modified to accommodate small Town department that doesn't require interaction with public</li> </ul>

## Group 4

### ONGOING COMMUNITY SUBSTANCE ABUSE ACTIVITIES/EFFORTS

#### SUBSTANCE ABUSE PREVENTION COORDINATOR

Ray Peachey- office at Town Hall  
rpeachey@westfordma.gov  
Contact: 978-399-2528

**WESTFORD AGAINST SUBSTANCE ABUSE:** WASA was organized in 1986-1987 in response to concerns about substance abuse problems, both locally and globally. The ongoing goal of the organization is to educate all members of the Westford community about substance abuse. A long range goal is to assure that programs are in place which will aid in the prevention and treatment of all forms of substance abuse in the community of **Westford**. A Board of Directors, made up of a cross section of the Westford community, manages the affairs of the group.

WASA Board meetings are scheduled for the second Thursday of each month at 2:30 pm at Westford Academy in the front office conference room. Anyone is welcome to attend a board meeting.

<http://www.westford.com/wasa/>

#### Current Board Members:

President –Susan Higgins- Resident/Parent 978 392-9034  
V. President-Sandra Habe- Recreation  
Secretary- Patty Mason- Resident  
Treasure- Nancy Rigby- Resident/Parent  
Ray Peachey-Health Department  
Sean O’Leary- Westford Schools

Sandy Collins- Health Department  
Mike Croteau- Police Department  
MariElena Sanchez-Lowell Juvenile Court  
Mitali Kumar-Resident  
Melissa LeRay- Nashoba Tech  
Jodi Geary- Resident/Parent

Representatives: Nayanika Kotagiri- SADD  
Leslie Doherty- Last Night

#### WASA AND HEALTH DEPARTMENT PREVENTION SUPPORTED ACTIVITIES

Westford Against Substance Abuse (WASA) co-published the **Red Flags and Resources Guide** with other area town coalitions in June 2005. **Red Flags and Resources** is a prevention guide for parents, teens and other adult care givers. A copy can be obtained by calling the Health Department at 978 692-5509.

**LAST NIGHT- Last Night** Is an all night graduation party, started by WASA 22 years ago, to help ensure that students safe on what is statistically the most dangerous night of the year for graduates. This year out of 404 graduates, 366 accepted the invitation to attend last night.

**CELEBRATE WITH CARE:** This campaign is centered around the holidays to encourage responsible party going and hosting.

#### PARENTING PROGRAMS:

##### GUIDING GOOD CHOICES

This course gives parents the skills they need to ensure the future well-being of their children by learning to communicate effectively.

This four session course will:

- Provide parents with current 2010 Westford Youth Risk Behavior Survey (WYRBS) data.( See below)
- Assist parents in developing family guidelines and expectations for behavior.
- Teach conflict management and strengthen family bonds.
- Help parents increase teen involvement in the family.
- Facilitate creating a parent support network.

## **TABLE TALKS:**

Research shows that parents can be a powerful influence in keeping youth from drinking. The Table Talks model was created to provide parents with a comfortable opportunity to communicate openly with each other about underage drinking and how to prevent it. Parents host two meetings in their home and a professional is brought in to facilitate open discussion about drug and alcohol issues.

## **SAFEHOMES PROGRAM**



Offers Westford parents an opportunity to join together to provide a safe environment for their children as well as fostering communication among parents and between parents and young people. Results from surveys of Westford Middle School and Westford Academy students, indicate significant tobacco, alcohol and illicit drug use. The SafeHomes Program provides a way for parents to establish clear expectations of “no use” of tobacco, alcohol or other drugs by minors. Participation in the SafeHomes program is offered to all families in Westford with children of any school age.

## **COMMUNITY EDUCATIONAL EFFORTS:**

- Programs on drug awareness and parenting
- Collaboration with Westford Parent Connection
- Programs held at high school as part of the parent sport night ( has not occurred in past few years)
- Attendance at parent orientations at the beginning of each year to highlight Prevention efforts
- WASA Newsletters
- Materials distributed at multiple locations across town
- WASA Website [www.westford.com/WASA](http://www.westford.com/WASA)
- Frequent newspaper articles
- Hold Drug Take Back Days and Sharps Collections

## **POLICE DEPARTMENT EFFORTS**

The Police Department's primary role is enforcement. Changing the marijuana law from a criminal violation to a civil violation has had a negative effect on young adults, as we have experienced an increase in incidents involving marijuana since the decriminalization. The law states any amount under ounce is a civil violation, (\$100.00 ticket) . One ounce is equivalent to 38 to 57 joints.

## **SCHOOL EFFORTS**

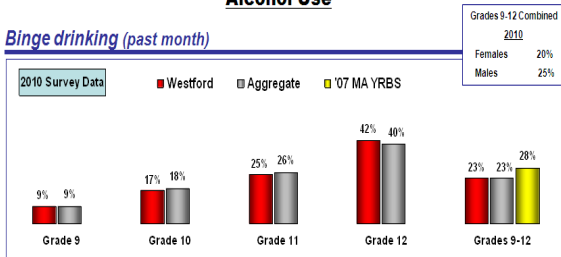
- Strong prevention curriculum
- School handbook with intolerance for drugs, alcohol and tobacco with penalty if caught
- Athletic handbook which outlines expectations/penalties for drug/alcohol use
- Educational sessions with students to begin each school year/regarding decision making, drugs/alcohol and performance enhancing drugs
- Guest speaker series to address drugs, alcohol, and tobacco use
- Strong guidance department to provide individual counseling to students
- School Social Worker to provide student support
- School Administration supports and works closely with the *Last Night Organization*
- Memorandum of Understanding between Westford Public Schools and the Westford Police Dept.

**For additional information about any of the programs listed above, or interest in hosting a Table Talk program, please contact Ray Peachey – Substance Abuse Prevention Coordinator at 978 399-2528 or to become more involved in WASA contact Sue Higgins- President at 978 392-9034.**

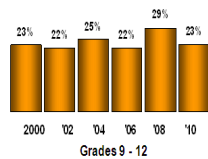
## Westford 2010 YRBS

### Alcohol Use

#### Binge drinking (past month)



#### Comparisons Over Time

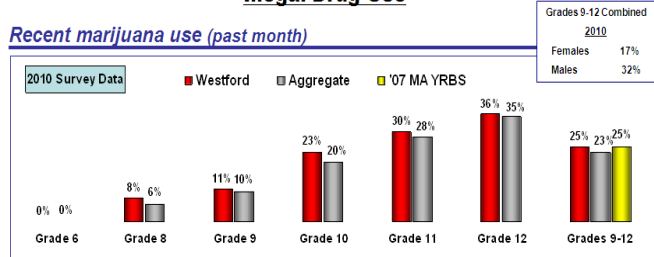


44

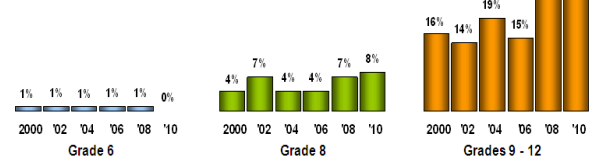
## Westford 2010 YRBS

### Illegal Drug Use

#### Recent marijuana use (past month)



#### Comparisons Over Time

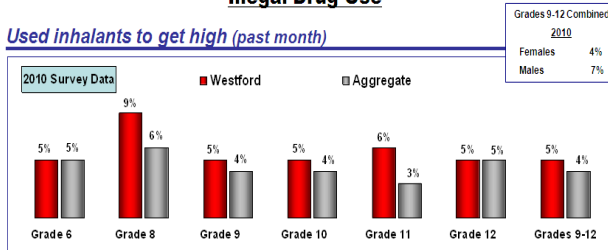


47

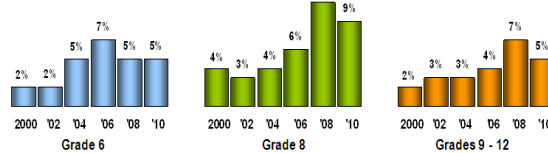
## Westford 2010 YRBS

### Illegal Drug Use

#### Used inhalants to get high (past month)



#### Comparisons Over Time



48

## Westford 2010 YRBS

### Illegal Drug Use

#### Ever used oxycontin without a doctor's prescription

